

Grant Continuation Assessment

Legal Applicant: Goodwill Industries of Northern New England

Program/Project Name: Take 2

	From (date)	To (date)
Grant Period	9/1/2015	8/31/2017
Continuation period covered by request	9/1/2016	8/31/2017
Performance period under review	9/1/2015	8/31/2016

The Goodwill TAKE 2 program started in the 2015-16 grant year. The program supports “Disconnected Youth” from Lewiston, Maine by providing mentoring, coaching, financial self-sustainability and employment training.

Enrollment/Recruitment/Retention:

TAKE 2 was not able to meet its enrollment goals (5 full-time, 41-450 hour and 30 300-hour members) in its first year even though it is managed by the established Goodwill program that has years of experience running multiple AmeriCorps programs. Enrollment rates are low at 52%. 9 members (3 FT, 6 QT) exited without the education award.

The average retention rate is 73%. It is particularly low at 40% (3 out of 5 exited without an award) among full-time members.

It usually takes more than one year to build the infrastructure needed to run an efficient program and meet recruitment objectives.

Compliance:

Goodwill has a good structure in place based on years of experience managing AmeriCorps programs which supports the members successfully to accomplish the program goals. Goodwill has internal departments (Corporate Compliance and Risk Management departments) that regularly monitor and evaluate Goodwill’s programs.

Goodwill Take 2 program is new and therefore has not been audited in the previous grant year. Take 2’s quarterly income, financial, member and program reports are being checked periodically and are submitted on time.

Performance Measures:

The Affordable Housing performance measure HAS been met. Three units of low income housing have been rehabilitated and all are now occupied.

Most objectives for the first year have not yet been met.

Take 2 is not successful in meeting their non-AmeriCorp member volunteer reach-out goals.

Budget:

The budget is unchanged from Year 1. The calculations all appear to be correct.

Expansion:

No expansion plans.

Other:**A. Recruitment:**

Recruitment is the major concern for the Take 2 Program.

Due to the late announcement of the grant award in 2015 the program had to prioritize recruitment in order to get the program operational. Therefore, the initial focus was put on full time mentor members, then mentees, then education award only members. The program filled 100% of its Full Time Mentor members, over 50% of its mentee members and around a quarter of its education award only members.

The continuation narrative includes significant discussion of recruitment as this is the primary challenge of the program.

- **New Program Coordinator:** In the late spring of 2016 Take 2 received a grant to hire a program coordinator that is primarily focused on increasing recruitment activities for all types of slots. She recruited all of the education award members and she will continue to work in the same capacity in the new program year.
- **Learning Curve:** The program will have a more time to recruit for next year since the program is starting its recruitment efforts now. Through the experience of the first year the program now knows how to better utilize existing strong networks to recruit adjudicated youth. Take 2 is also more familiar with its target group and therefore has a better idea of how to market and portray the AmeriCorps commitment and experience to the mentees. They also claim to have a better grasp of the timing of mentee cohorts to maximize staff and mentor effectiveness and support strong mentee attendance patterns.

B. New and existing partnerships:

Existing partnerships: Tree Street Youth (a program that works with disengaged youth from the refuge and immigrant community in Lewiston and Auburn) / The City of Lewiston and the City of Auburn for housing and rehabilitation projects.

An upcoming partnership with Bates College's Harward Center for Community Participation provides opportunities for Bates students to understand the barriers faced by "Opportunity Youth" and increase recruitment opportunities in the Bates student body.

C. Strong presence in the community served

Due to the multiple housing sites where members serve and through the boards and committees that also provide stakeholder input on program implementation the program has already established presence in the community served.

Compliance (CFRs, policies, grant provisions) Information is in grantee progress reports, eGrants member management portal, MCCS staff monitoring reports and site visits. Additional information from Grantee interviews.	Successful	Unsuccessful	Cited for problems?
AmeriCorps Members			
1. Member management requirements (except 4 items below) are compliant.			
a. Member enrollment cycle completed within 30 days.	X		
b. Member eligibility documents complete and accurate.	X		
c. Member enrollment and retention within CNCS tolerance for variability (typically 5%). See table in comments below for data.		X (enrollment 52%; FT member retention rates – 40%; overall retention rate- 73%)	
d. Member time logs are signed and approved in accordance with regulations.	X		
2. Member training requirements are met.	X		
3. Personnel system for program staff results in compliance with grant/contract/provisions.	X		
4. Member host site selection, agreements, training, performance monitoring, and supervision are compliant.	X		
5. Program administrative system results in compliance with grant regulations, contract, special terms/conditions.	X		
6. Program Progress Reports complete, accurate, and submitted on time.	X		
a. Needs/Service Activities performance measure targets are met or on target to be met.		X	
b. Member Development performance measure targets are met or on target to be met.		X (Q3-10%)	
c. Strengthening Community performance measure targets are met or on target to be met.		X	
7. Fiscal systems result in program compliance.	X		
8. Financial reports complete, accurate, submitted on time.	X		
9. Income Reports (including cash & in-kind match) reported quarterly:	X		
10. Adequate match reported on PER's: Overall budget _33% Match in latest financial; 33% Contract rate (YTD:28.6%)	X		
11. Engagement of non-AmeriCorps volunteers 0_Vol-to-date; Hours served; 0_Avg hrs/vol		X (None YTD)	
12. Inclusion and accessibility requirements are met.	X		
13. Performance data system in place to track and report progress related to grant/contract data and performance measures.	X		
Comments: Most objectives for the first year have not yet been met.			

Member Data for performance period (to-date)						
	Total MSYs	1700 hr	900 hr	675 hr	450 hr	300 hr
Original Award	22.20	5			41	30
Current after _0_ instances of slot conversions	22.20	5			41	30
Enrollment to-date	12.04	5			21	7
Exited before service term complete						9*

Comments:

The current enrollment rate is considerably low at 54.2%.

Exit rates are high – especially among full time members and the program needs to address this issue in the upcoming grant year.

Grantee Expectations and Sustainability: This information is found in Progress Reports. Additional information from Interview with Grantee. Factors related to research-based indicators of sustainability.	Exceeded	Met	Unsuccessful
• Develops community partnerships to foster community ownership, sharing of resources, service coordination and infrastructure development.		x	
• Accesses community support for volunteer/member development and training that is beyond what was required in the program design and budget.		x	
• Develops Oversight/Advisory Committee/Boards to effectively involve target community in implementation		x	
• Expands the base of community volunteers as means of growing ability to deliver services			x
• Access additional funding from diverse sources		x	
• Successfully expands program/site service delivery		x	
• Access additional equipment/supplies/materials/resources/training (beyond those budgeted) to accomplish unexpected projects		x	
• Build community awareness to advocate the importance of the project to potential supporters and general community.		x	
• ___ Compliance with “Expectation of Grantees” OR ___ Implementation of business/strategic plan for program sustainability. (after 3 years as AmeriCorps grantee)		x	
Comments: NOTE: Partnership with Bates College and City of Lewiston and new sites will be added in the new grant year.			

	Successful	Unsuccessful	Cited for problems?	Corrective Actions implemented?
Implementation/Operation				
Information compiled from staff monitoring and site visits.				
Program activities consistent with original proposal.	x			
90% of Member assignments relate to funded priority(ies) in original proposal.	x			
Best Practices used for Recruiting/ Screening/Interviewing/Placing Applicants	x			
Grantee commitment to effective staff development, site supervisor training, etc.	x			
Continuous quality improvement system tracks community satisfaction with service and program's ability to meet identified need	x			
Essential Volunteer management practices used with community volunteers.		x		
Evaluation implementation on target and design meets evaluation requirements.	x			
Comments:				

Future Plans.	Successful	Unsuccessful	Cited for Problems?	Corrective Actions Implemented?
The information is found in the Continuation Narrative of the Application.				
Grantee articulates lessons learned and uses them to refine next year's plans.	x			
Budget complies with current regulations and limits on costs.	x			

Staff Summary Recommendation	Exceeded	Met	Unsuccessful	Conditions
Compliance		x		
Implementation/Operation		x		
Progress on Performance Measures			x	
Grantee Expectations and Sustainability		x		
Future Plans		x		

Task Force Continuation Recommendation	Authorize Proposal	Modify: Increase	Modify: Decrease	Deny Request
Budget	x			
Volunteers/participants	x			
Performance targets	x			
Operating plans	x			
Other:				

Reason for recommendation:

MCCS recommends keeping the program open for another year even though the performance of the Take 2 program has not been satisfactory over the first grant year and the program has a high risk level.

Due to some unusual complications, the program has not had the same opportunities as other programs to meet the standard MCCS requirements. The program started late in October, instead of July because of a late Federal notice, losing valuable time for staffing and initial member recruitment. In addition, half way through the first program year, they were told that the funds for the upcoming year would no longer be available.

In order to meet the MCCS requirements, the program will need to provide MCCS with the following:

- by 9/7/2016:
 - A Recruitment Plan with detailed tasks and timeline
 - A Retention Plan with detailed information on how to improve retention rates
 - A Volunteer Community Outreach plan with detailed information
- by March:
 - 50% completion of performance measure targets -- if not doable, a plan that explains in detail what is intended to be done to meet the performance targets that have not been met by March.

The program is expected to have some ongoing difficulties meeting their performance requirements in the upcoming grant year as well. However, through better control over current conditions, improved recruiting efforts and know-how and the support of the parent organization Goodwill and MCCS, it is expected to meet its performance targets by the end of the new grant year.

Expansion Request:

No expansion requested.

Without expansion:**Continuation Recommendation: Award Resources in Next 12 mo Budget Period**

	CNCS	Match	Total	Cost Per Member
Financial	\$298,000	\$145,391	\$443,391	\$13,423
Percentages	67.21%	32.79%	100%	

AmeriCorps Member Positions	Full Time	900 Hr	450 Hr	Min 300
Slot types requested	5		41	30
Total Member Service Years: <u>22.20</u>	5		41	30

Reviewed by Grant Selection and Performance Task Force Members:

Date: _____